



Commandant's Direction 1998-2002 established my personal priorities and areas of emphasis upon taking the helm as your Commandant two years ago. Since then,

- We've published our first-ever Strategic Plan, which lays out the broad organizational strategies to pull us toward the future in 2020, and completes our Coast Guard planning architecture (the Family of Plans).
- The service has stepped out smartly in carrying out my original 23 objectives. Most no longer need my personal attention.
- The challenges facing us in the future, and the actions we must take to address them, have become clearer.

These events have made me comfortable that my original priorities are well in hand. Now is an opportune time to make my priorities clear for the second half of my tenure as your Commandant. My two primary areas of emphasis are **Restoring our Readiness**, and **Shaping our Future**. These priorities reflect an honest assessment of what we need to do to ensure continued superior performance in the future, and reflect my commitment to our Coast Guard Vision Statement:

*"The world's best
Coast Guard...
Ready today...
Preparing for
tomorrow."*

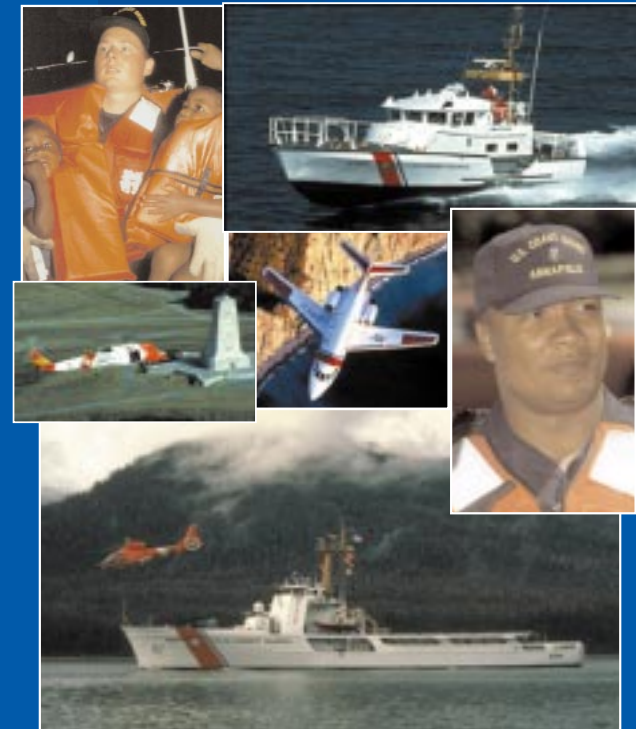


U.S. Department
of Transportation
**United States
Coast Guard**
2100 Second St., S.W.
Washington, D.C. 20593

Commandant's Direction 2000



2002



Restoring Our Readiness...
...Shaping Our Future

1998 Commandant's Direction

In 1998, I articulated my personal priorities and objectives for my watch....

Service Stand The Watch

1. Performing all missions superbly.
2. Ensuring superior readiness for all missions.
3. Providing superior support for our units.
4. Being alert for other opportunities to serve.

People Build and Value our Team

5. Providing the people and HR system needed for our units.
6. Achieving our workforce 2015 goals.
7. Nurturing our leadership development center.
8. Better communications, diversity, and career development.

Teamwork Partner for a Stronger America

9. Optimizing interagency coordination in all missions.
10. Improving interoperability with DoD.
11. Leading and participating in ONE-DOT initiatives.
12. Expanding our partnerships with stakeholders.
13. Contributing to national security objectives around the world.

Excellence Innovate for Superior Performance

14. Improving outcomes by investing in technology.
15. Tracing all managerial investment to operational performance.
16. Meeting Y2K requirements.
17. Gaining clean financial audits in 1999 and beyond.
18. Embedding our commitment to quality management.
19. Empowering field commands to match resources to workload.

Vision Seize the Future

20. Pressing Deepwater recapitalization.
21. Leading a Waterways Management Initiative for DOT.
22. Responding to emerging environmental challenges.
23. Being recognized as a unique instrument of National Security.

1999 USCG Strategic Plan

In 1999, we published the first Coast Guard Strategic Plan which defines our enduring mission, vision, values and principles. It also spells out the goals, strategies and objectives we will pursue over the long term to achieve our mission and vision. It reaches beyond the tenure of any one Commandant.

2000 Commandant's Direction

My original 23 objectives from 1998 are now internalized in the Strategic Plan. From that plan, I have identified those critical few things most essential to our success for the next two years. These are my personal priorities and the things I will concentrate on to help our operating and support units accomplish their missions today and prepare properly for tomorrow.

Restoring Our Readiness

- Restore the Workforce
- Restore Adequate Logistics and Support Systems
- Balance Workload to Match Resources
- Build a Readiness Management System

Shaping Our Future

- Implement the Future Force 21 Strategy
- Execute the Integrated Deepwater System Project
- Invest in Information Systems and Technology
- Lead the Marine Transportation System Initiative



USCG Planning Architecture "Family of Plans"



THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

To the Men and Women of the Coast Guard:

It has been my great honor and privilege to serve you and the American people as the Commandant of the United States Coast Guard these last two years. The midpoint of my tenure as Commandant offers an opportunity to reflect on our many accomplishments, assess our shortcomings, and focus on the two areas of emphasis most critical to achieving our vision and strategic goals: *Restoring our Readiness* and *Shaping our Future*.

Accomplishments — I have had the opportunity to meet with and observe the good work of Coast Guard people around the world. I continue to be impressed by the dedication, patriotism and sense of public service of the thousands of men and women, enlisted and officers, Reserve, civilians, Auxiliarists and active duty members, who daily exhibit their commitment to saving lives, protecting the environment, and safeguarding our national security. Maintaining their focus under pressure and at risk, our frontline people compiled an impressive list of accomplishments: the massive humanitarian relief operations after Hurricanes Dennis and Floyd... the compassionate professionalism with which our crews undertook the heartbreaking recovery operations after headline-dominating airplane crashes... the rapidity with which we deployed new tactics for airborne use-of-force, giving us a major breakthrough against high speed smuggling boats and helping set a record for cocaine seizures... the poise and restraint shown by our law enforcement teams in countering the sudden rise of violence in illegal immigration cases... the continued decline in the ratio of oil spilled to oil transported.

In just the past two years, we have taken enormous strides as a recognized instrument of our national security framework. We have a boundless list of opportunities to engage internationally with the total support of the Departments of State and Defense. Equally important challenges remain to be dealt with relating to the security of our borders at home. We will rise to all these challenges.

Shortcomings — Despite the superb performance of our operational forces today, I have serious concerns about our ability to maintain our performance now and in the future. In recent years, we have artificially sustained high levels of performance, and accepted cumulative increases in operational requirements, by working harder without commensurate increases in capabilities or resources. Wear and tear on both people and equipment have accelerated even this year. I can no longer accept the increased risk and stress caused by having tired people run old equipment.

Our focus on short term success has come at the expense of taking the steps necessary to prepare the Coast Guard for the future. We have not been successful enough at maintaining and modernizing our workforce, equipment, and ways of doing business. We have not fully tapped the potential of new technologies and information systems to improve the effectiveness and efficiency of our operations and management. We must address these shortcomings to meet our obligations to the current generation of Coast Guard men and women, to whom restoring readiness may be a matter of life and death; and to the next generation of the Coast Guard, to whom we must deliver a Coast Guard that has been properly shaped for the future. The Coast Guard Strategic Plan plots our course to meet this challenge over the long term. From among the elements in the Strategic Plan, Commandant's Direction 2000-2002 identifies my personal priorities for the next two years: *Restoring Our Readiness* and *Shaping Our Future*. I expect the Coast Guard's senior leaders to be bold, innovative and aggressive in focusing on these priorities.

Admiral James M. Loy

Shaping Our Future

We must plan for the future now. The ability to anticipate and respond to new threats, risks, demands and opportunities is critical to our success. We must imbue greater agility in both operations and support systems. Collaboration and planning between operations and support must improve so that we are able to quickly identify new requirements; acquire, develop and deploy new capabilities; and shift between missions to meet emerging needs. Both operations and support systems must reinvent themselves, taking advantage of new technology, information systems, and ways of doing business. We must increase the effectiveness of our operational assets through expanded use of intelligence and developing maritime domain awareness. We will be innovative and bold as we invest in the people, technology, information systems and strategies to meet our maritime challenges in the 21st century. I have established the following imperatives to help us shape our future:

1. Implement the Future Force 21 Strategy

The current set of Coast Guard human resources policies and practices (training, compensation, benefits, qualifications, career development, assignment, etc.) were designed decades ago and will not meet the Coast Guard's 21st century needs. Therefore, we will develop a long-range, comprehensive workforce reinvention plan in the next two years. This plan will aggressively explore better ways to obtain, train, qualify, and deliver people to the units that need them. It will take a hard look at current standards and requirements, and reengineer major processes to create a flexible, dynamic human resources system that provides the diverse, effective "Force" to meet current and future "Work" needs of the Coast Guard.

2. Execute the Integrated Deepwater System Project

We will aggressively pursue required funding levels to move the Integrated Deepwater System (IDS) Capabilities Replacement Project forward on schedule. We will adhere to an innovative, "system of systems" approach integrating surface, air, shoreside and C4ISR assets and logistics support systems to maximize operational effectiveness at the minimum total ownership cost.

3. Invest in Information Systems and Technology

We must use information systems and technology as force multipliers to modernize our assets and improve our performance. Initiatives such as the National Distress and Response System Modernization Project (NDRSMP) which support this imperative will continue to be a high priority.

Taking full advantage of the potential of the information age requires that we change the way we look at and manage information. We must recognize and treat information and knowledge as critical corporate resources. We must build a 21st century decision-making architecture and the information system that supports it. We must plan, prioritize and implement IT investments from a service-wide perspective. We will develop a Coast Guard Information System which provides current, relevant and accessible information for decision-making across programs.

4. Lead the Marine Transportation System Initiative

We will continue our leadership role in developing the Marine Transportation System initiative in support of DOT's vision of "leading the way to transportation excellence and innovation in the 21st century." Virtually all indicators suggest that waterways usage and the demand for Coast Guard services will continue to increase. Increasing congestion on America's waterways will create a greater need for a well-integrated, intermodal transportation system. We will engage in a cooperative effort with other federal agencies, local authorities, and waterways users to ensure that the infrastructure, systems, and services of our ports and waterways meet the demand for a safe, secure, efficient, accessible, economically viable and environmentally sound marine component of the National Transportation System.

Restoring Our Readiness

We can only meet our wide-ranging mission requirements when our operating and support units are properly staffed, trained, equipped, and maintained. To restore readiness, we must take steps to establish an equilibrium at which we can sustain normal operations and perform appropriate training, maintenance and administrative work while also maintaining our capacity to mount surge efforts for emergency operations. Therefore, I have established the following imperatives:

1. Restore the Workforce

We will return our workforce to current authorized strength, invest in training to increase qualifications and experience levels, then pursue the additional personnel needed to meet our identified mission requirements and performance targets. This will be our highest budget priority. We will focus on both recruiting and retention, including ensuring parity with DoD in pay, compensation and benefits.

2. Restore Adequate Logistics and Support Systems

"Logistics" includes all activities associated with acquiring, developing, sustaining, and retiring the components of capability: people, information and systems. The overarching objective of Coast Guard logistics systems is to put the right capability in the right place at the right time at the right cost. We will seek both the resources and the improvements in logistics systems necessary to meet this objective. We will maintain and equip our assets to standards. We will continue to develop and implement a doctrine for integrated logistics management to provide the most efficient and effective support to our units.

3. Balance Workload to Match Resources

We will engage in a comprehensive effort to better manage our workload by balancing it with available resources. We will no longer sacrifice long-term sustainability for short-term success. We will task and operate our assets only to the level that can be sustained by the resources and systems that support them. We will undertake systematic program reviews such as Project Kimball to improve workload standards and requirements. We will aggressively seek out and eliminate unnecessary, unproductive or outdated activities, requirements, and administrative burdens. We will be innovative in considering new ways of doing business to both improve the quality of life of our people and improve service to America.

4. Build a Readiness Management System

We will develop and deploy a Coast Guard-wide system for monitoring, assessing and managing readiness. The system will provide a common view of current and projected readiness at the unit, District/Area, and service-wide levels. Program and asset standards and requirements will be developed where they do not currently exist in order to provide a basis for measuring readiness.



Semper Paratus